

DISTINGUISHED SERVICE AWARDS

59th Awards Convocation
March 4, 1999



The Distinguished Service Award is the highest honorary recognition employees can receive in the Department of the Interior. It is granted for outstanding contributions to science, outstanding skills or abilities in the performance of duty, outstanding contributions made during an eminent career at Interior, or other exceptional contributions to public service.

The U.S. Geological Survey



Philip M. Bethke, a U.S. Geological Survey geologist, made major contributions to the study of the genesis of ore, carried out innovative laboratory and field research, and coordinated and supervised independent studies by colleagues. He conducted definitive investigations of the thermodynamic properties of synthetic minerals and their solid solutions. His extensive research on the silver deposit at Creede, Colorado, which used the site as a field laboratory to examine the conditions and processes that create ore deposits, made Creede a widely studied deposit and one of the best understood in the world. Dr. Bethke pioneered the application of double polished thin sections to document the complexities of mineralization and helped to design and test the "USGS microscope stage"

that revolutionized the study of fluid inclusions. He also co-developed a globally applicable model that relates many deposits to ancient lakes and deduced criteria to distinguish hydrothermal acid-sulfate gold deposits from similar-appearing but non-economic supergene or steam-heated acid-sulfate alterations. The study also showed how supergene alunite can record past climatic conditions.

Kathryn R. Clement, a senior program advisor for Data Production and Integration, significantly contributed to the USGS National Mapping Program, improving the use of spatial information technologies and their application to land management, resource and environmental assessment, and spatial modeling. She played a key role in establishing the Spatial Data Transfer Standard among federal agencies and other users and made important contributions to the program's new strategic direction, ensuring the availability of data through partnerships with federal and state cooperators as well as the private sector. Clement provided guidance and focus for redefining the roles and responsibilities of the Requirements and Coordination staff, whose daily interaction with cooperators improved customer relations. She also made significant changes in the way geospatial data standards are developed, put into practice, and maintained in the National Mapping Program and gained wider acceptance and use of the data standards by other federal agencies.



Donald A. Goolsby, who heads the USGS Midcontinent Herbicide Initiative, has developed and carried out more than a dozen major studies of pesticides in U.S. ground water in the past decade. He conducted a landmark comparison of enzyme immunoassay techniques with gas chromatography-mass spectrometry for the analysis of herbicides in water and demonstrated that the inexpensive and quick immunoassay test was effective for studying the occurrence and transport of herbicides in rainfall. As a result, more than 10,000 assays were completed for atrazine and alachlor in the rainfall of 26 central and eastern states, showing water resource managers in the affected areas that precipitation is a major pathway for the transport of pesticides into the hydroponic

environment. Goolsby also investigated herbicide transport into 76 reservoirs in the central United States, demonstrating that herbicides persist in surface water and that reservoirs store concentrations of pesticides that exceed EPA health standards. A third major study focused on the occurrence of agricultural chemicals in shallow groundwaters. He is now studying the sources of nitrate in the Mississippi River and how that chemical affects the hypoxic zone in the Gulf of Mexico. His studies enable local, state, and federal water managers to understand the potential for contamination of surface and well water and to change how pesticides are used to protect these critical resources.



Leonard F. Konikow, a senior research hydrologist, made fundamental technical advances in numerical transport simulation and guided the application of sophisticated simulation technologies that enabled the USGS to provide scientific leadership in solving ground-water contamination problems. His simulation model for the transport and dispersion of a single solute in three dimensions in ground water flowing through porous media will yield a reliable calculation for a wide variety of field problems. Dr. Konikow also demonstrated the limitations of numerical simulations and warned against their improper use. Predicting the behavior of ground-water systems in practice is frequently unsuccessful, he

demonstrated, because the models often cannot be sufficiently constrained. He convincingly argued that numerical ground-water models are embodiments of scientific hypotheses; as such the models cannot be proven or validated, but only tested and invalidated. In many instances, these ideas have changed how numerical models are applied and how their results are interpreted. He served on the National Resource Council, National Science Foundation, Hydrogeology Division of the Geological Society of America, and the National Ground Water Association.

Peter W. Lipman, a USGS administrator of volcanic research programs, produced notable landmarks in understanding the causes of the earth's greatest volcanic eruptions, the major crustal features marking their occurrence, the bearing of the volcanic process on the origin and distribution of mineral deposits, the localization of geothermal energy, and actual and potential hazards to humans. His work in Colorado and New Mexico led to the recognition of criteria for identifying calderas exposed by erosion and the discovery of a previously unrecognized caldera in the Russian Caucasus. His publications on the role of magmatism in the plate-tectonic evolution of western North America, the eruption of Mount St. Helens, and the importance of catastrophic slope failures in the evolution of oceanic volcanoes are some of the most cited scientific works in the field. Dr. Lipman served as chief of the Branch of Volcanic and Geothermal Processes and coordinator of the Volcanic Hazards and Geothermal Research Programs, reorganizing them to more efficiently use their combined resources. He also provided administrative direction for USGS responses to the eruptions of Mount Spurr, Alaska and Mount Pinatubo in the Philippines.



Glenn L. Osick, an expert in automated cartography and chief of the Research, Technology, and Applications Branch at Mid-Continent Mapping Center, led the development of the Digital Cartographic Software System, the first successful automated mapping capability for the USGS National Mapping Program. The system generated the first USGS map produced with digital technology and the first digital elevation model from digital contour data. Among his other significant R & D projects was the product and systems development associated with the Digital Raster Graphic—a scanned image of a USGS topographic map that can be used in a variety of digital mapping applications. Osick also managed the development of software to help implement the Spatial Data Transfer Standard—a federal information processing standard for the exchange of digital spatial data. He carried out these projects by assembling and managing an outstanding computer and technical support staff of federal professionals and university students.



James Savage receiving the Distinguished Service Award from USGS Director Charles Groat.

James C. Savage, an authority in tectonics and seismology, made pioneering advances in modeling elastic crustal deformation, viscoelastic deformation related to faulting, seismic wave attenuation, earthquake source mechanics, and magmatic inducement of earthquakes. His major contributions to the USGS include development of geodetic procedures for assigning strain accumulation rates athwart major faults of the San Andreas, Sierran, and southeastern Alaska systems. Dr. Savage rigorously searched out and corrected systematic

measurement errors that could distort useful analyses of crustal deformation. On the Ad Hoc Working Group on Probabilities of Future Earthquakes in Southern California, he contributed to a ground-breaking report for assessing regional earthquake hazards. He is the author of 200 scientific papers, a Fellow of the American Geophysical Union and president of the Tectonophysics Section, and past president of the Seismological Society of America. He made major contributions to the Earth Hazards Reduction Program, serves on several national and international science panels, and advises the Survey and the geophysical community at large on scientific policy.

Kevin M. Scott, an expert in the delineation, classification, and quantification of hazardous flow processes at active and potentially active volcanoes, developed and proved the theory that large landslides from volcanoes can transform their character in a downstream direction—a finding with profound implications for downstream hazards to people and property. Two USGS reports he authored present the first probability-based hazard analysis and maps defining the risks of volcanic flows. His help in analyzing the eruption of Mount St. Helens—an extremely challenging sedimentological and geomorphological problem—provided critical scientific information about present and past processes that might further endanger life and property. He also investigated flow hazards from Mount Rainier volcano and his research is the basis of the Growth Management Act, which defines areas at risk from volcanic flow hazards. Dr. Scott authored 11 major scientific monographs published by the USGS and received international acclaim and recognition from the Geological Society of America for his work.



Earl M. Thurman's pioneering research has had a major effect on the use of pesticides in the United States, forcing the scientific and regulatory communities to come to grips with the presence of these compounds in their water sources. His leadership in the integration of geochemical, hydrological, and microbiological field studies for trace organic constituents in water made major contributions to the USGS Toxic Substances Hydrology Program. He explained the chemical and physical processes that determine the origin, movement, and fate of natural and contaminant organic substances in water. His book—*Organic*

Geochemistry of Natural Waters—is the definitive text on the subject. Dr. Thurman produced studies of the distribution of herbicides and their metabolites in ground water, surface water, and precipitation in the Midwest corn belt; developed analytical methods for these compounds, including the use of immunoassay; and determined the geochemical processes influencing the fate and transport of these pesticides. His development and use of enzyme-linked immunosorbent assays in environmental chemistry work enabled cost-effective collection of the large data sets necessary to answer complex environmental questions. He is now studying a different class of pesticides used in the cotton belt of the South.

Robert I. Tilling made major contributions to volcanology, volcano hazard mitigation, and public understanding of the U.S. Geological Survey's Volcano Hazards Program. His early study of the Boulder batholith in southwestern Montana enabled him to develop a magmatic model that is a forerunner of contemporary magma-mixing models. At Hawaii Volcano Observatory, he made key observations of Kilauea Volcano's

nearly continuous eruptive activity and was increasingly involved in promoting the USGS work to the public. He was chief of the Office of Geochemistry and Geophysics, leading the Survey's response to the eruption of Mount St. Helens. Dr. Tilling used the knowledge he gained in Hawaii to help mitigate the effects of eruptions at El Chicon in Mexico and Nevada del Ruiz in Columbia and to build a volcanology program in Indonesia. He is the USGS liaison to the Office of Foreign Disaster Assistance programs in volcanology, the United Nations Disaster Relief Organization, and the World Organization of Volcano Observatories. He has written and edited numerous publications to promote the Survey's work in mitigating hazards from volcanoes.



Thomas C. Winter, an internationally recognized expert on the hydrology of wetlands and the interaction of ground and surface waters, fundamentally altered the way national and international scientific communities view these aquatic systems. Because of his work, including a long-term research project on the Prairie Pothole region, lakes are no longer viewed as single hydrologic entities, but must be considered part of a hydrologic landscape that contains many lakes and wetlands in ground-water flow systems. His research provided extensive comparative data sets from around the nation and his accompanying numerical simulations demonstrated the interdependence of physical, chemical, and biological processes and the need to examine the entire hydrologic cycle when studying interactions. Stressing the need for collaborative efforts by hydrologists, chemists, and biologists, Dr. Winter's work has led to the creation of interdisciplinary research initiatives in the field of wetlands research. He organized and leads such a team initiative.

Philip C. Wondra has been a leader in development of air quality programs and Geographic Information Systems. As a charter member of the National Park Service's Air Quality Division, he led the development of the first programs to monitor air quality and visibility in the National Park System and launched the first studies of how air pollution affects park resources. The NPS air quality program is a model for other federal agencies. Wondra later served as the first chief of the NPS Geographic Information Systems Division, where he led the effort to use this new information technology to improve the management of national parks and other federally-administered lands. For the last several years, Wondra played a key role in the creation of the National Biological Service and its subsequent merger into the U.S. Geological Survey. He served as the director of the NBS Technology Transfer Center where he worked on national technical and policy leadership, including the development of the National Biological Information Infrastructure.



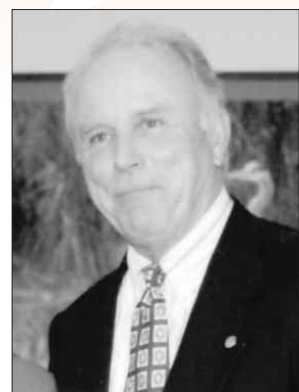
Fish and Wildlife Service

Gail C. Kobetich, a biologist with the U.S. Fish and Wildlife Service and expert on habitat conservation plans, developed visionary and collaborative approaches that defined national policies and influenced the debate on reauthorization of the Endangered Species Act. In 1977, he organized the Endangered Species Office for California, which expanded under his leadership to include a staff of more than 200 employees dealing with 170 listed species—about 30 percent of the national total. Kobetich helped to develop the first habitat conservation plan in San Bruno, California, which Congress recognized in 1982 as a model for balancing economic development and species conservation. He has worked on almost 100 other habitat conservation plans in California, including the San Diego Multi-Species Habitat Conservation Plan, which protects more than 80 species and establishes a 172,000-acre preserve. He also helped to establish the California Biodiversity Council, a forum for regional conservation planning in the state and worked on the Corrijo Plains and Camp Pendleton wetlands projects. He received the Nature Conservancy's President Award for Conservation in 1989.



Gail Kobetich, right, receives the Distinguished Service Award from FWS Director Jamie Rappaport Clark.

Burkett S. Neely, Jr., an outstanding manager with the U.S. Fish and Wildlife Service, began his 33-year career at the Savannah National Wildlife Refuge and also served at Mattamuskeet National Wildlife Refuge, Cape Romain National Wildlife Refuge, Pee Dee National Wildlife Refuge, and the Arthur R. Marshall Loxahatchee National Wildlife Refuge. During a five-year stint at national headquarters in Washington, DC, Neely provided significant contributions to the success of the Alaska Native Claims Settlement Act and the Alaska National Interest Lands Conservation Act. Administration and Congressional leaders recognized his efforts in the development and passage of those laws. As project leader at Loxahatchee refuge for the past 17 years, Neely was a spokesman for the Department and Service on multiple issues, including Everglades conservation. His persistence and single-mindedness of purpose developed a program that promises to restore the integrity of the Everglades ecosystem.



James Ambler Young, a biologist and supervisor in Ecological Services, demonstrated the highest professionalism in guiding his staff in ecosystem management for the U.S. Fish and Wildlife Service. He developed plans and strategies for numerous water development projects. His enthusiasm and leadership inspired many employees to excellence and prevented the loss of wildlife and fishery habitats in the West. He is the principal author of *Guidelines and Suggested Direction for Developing the Fish and Wildlife Service's Operational Coal Program*—which guided nationwide protection and restoration of wildlife resources in mining areas. He coordinated with water development agencies, water conservation districts, state fish and wildlife agencies,

Service organizations, environmental groups, and federal and state agencies. As Service representative on the steering committee for the Lower Colorado River Multispecies Conservation Program, Young developed policy for the management and preservation of that river system. His 34-year career was capped by dual roles as assistant regional director of Refuges and Realty and the first geographic manager for Arizona.

National Park Service

Robert S. Chandler served the National Park Service with distinction for 38 years, beginning as a horticulturist for the National Capital Region in 1958. He was quickly recognized for his ability to establish new and unprecedented operations, a skill that he has been called on to use in increasingly difficult and sensitive situations during his career. He established the first Job Corps Center with the NPS in 1968, the Chicago Field Office in 1971, and the Santa Monica Mountains National Recreation Area in 1979. Chandler shared his extraordinary ability to mobilize both staff and a wide range of public and political interests to create a unified vision of the future as the first superintendent at Santa Monica Mountains National Recreation Area. At Olympic National Park, he helped to create a strategic plan for the park while dramatically improving visitor facilities. He created the Olympic Institute, which increased public understanding of park resources. At Everglades National Park, he combined scientific analysis, public education, and political awareness to solidify the bipartisan coalition to restore the Everglades ecosystem. He also led the Presidio of San Francisco's transition from military post to national park. He was able to reconcile opposing viewpoints while not losing sight of the primary preservation and recreation purposes for which the Presidio was added to the National Park System.



John P. Christiano, who distinguished himself in the protection and preservation of air resources in the National Park System from 1979 to 1996, guided the NPS Air Resources Division to a national reputation as a premier air resource management agency. Under him, NPS's air quality monitoring and research programs made significant contributions to science, particularly with respect to visibility. The programs influenced legislation and regulations that protect resources under NPS stewardship. His noteworthy personal efforts helped to control sulfur dioxide emissions from the Navajo Generating Station, which were responsible for much winter-time haze at the Grand Canyon; and he developed a solution to control air pollution from the Centralia Power

Plant in the State of Washington. Christiano's sharp mind, technical expertise, and fairness helped in negotiating a target solution that will result in 90 percent

control of sulfur dioxide emissions from the Centralia plant by the year 2003. (The award was presented posthumously to Christiano, who was killed in an auto accident on Dec. 3, 1996.)

Denis P. Galvin, acting deputy director of the National Park Service, demonstrated superior skill, innovation, and leadership during his three-decade NPS career. He began as a civil engineer at Sequoia and Kings Canyon National Parks and rose to leadership positions at the Washington, DC headquarters office to his present position as the senior official responsible for developing and promoting NPS goals. He was a key player in building partnerships with other federal agencies, states, tribal and local governments for protecting NPS resources. Galvin stressed efficiency and controlling costs in program management as well as rethinking the size, shape, and function of NPS organizations. He is an excellent manager of human resources and a strong proponent of in-service training and mentoring. Galvin has excelled at promoting workforce diversity.



G. Bryan Harry, an enthusiastic National Park Service manager, has an extraordinary ability to motivate others and work with local partnerships. He has served as director of the Alaska Area Office and was superintendent of Hawaii National Park and Glen Canyon National Recreation Area. As director of the Pacific Area, he helped to acquire a land base for Kaloko-Honokohau National Historical Park by seeking individual



G. Bryan Harry receives the Distinguished Service Award from NPS Director Robert Stanton.

parcels of land, ensuring fair treatment of parcel tenants, and negotiating interagency agreements for natural resource management. Harry helped to gain 600 acres along the Kona Coast, valued at more than \$70 million, without the use of appropriated funds. He also helped to develop the national park in American Samoa, which occupies land acquired through long-term lease agreements with communal owners. In Hawaii, he led complex negotiations among the Campbell Estate, the State of Hawaii, geothermal developers, and Hawaiian activists in preventing intrusive geothermal development on 5,000 acres next to Hawaii Volcanoes National Park and headed the NPS' effort to eradicate exotic species.

Bruce M. Kilgore, an outstanding science and resource manager, carried out early research in fire ecology and was a pioneer advocate of using prescribed burning as an essential tool in managing public rangeland and forests. He researched the role and effect of fire on red fir and giant sequoia at Sequoia and Kings Canyon National Parks and his scientific and popular publications contributed to public understanding of the importance of fire in park and wilderness ecosystems. He was a major influence in the National Park Service's adoption of controlled burning and he also influenced other federal, state, and tribal agencies to adopt them. Kilgore also developed the Research Grade Evaluation process, now used throughout the NPS, from his experience in managing research scientists. He played a key role in establishing a central NPS role for Cooperative Studies Units, which continue to effectively perform in parks through the USGS Biological Resources Division.



H. Gilbert Lusk, an outstanding supervisor and strong proponent of ecosystem management, demonstrated superior skill, innovation, and leadership during his 34-year career with the National Park Service. He was superintendent at Appomattox Court House National Historical Park, Valley Forge National Historical Park, Big Bend National Park, Glacier National Park, and ended his service in the dual role of superintendent of the Albright Training Center and chief of Training and Development. At Big Bend, he rejuvenated the idea of a protected area in Mexico across from Big Bend and laid the foundation for two Mexican protected areas that were later created. At Glacier, he built relationships with agencies and groups to assure the park's protection, reaching out to local public and private entities. He helped to create the Burlington Northern Environmental Stewardship Area while actively advocating employee training and development. In his final position, he devised a 10-year strategy to enhance training in essential competencies for NPS employees.

Bureau of Indian Affairs

David W. Pennington, a skilled negotiator in natural resource disputes, provided valuable advice and outstanding leadership to the Bureau of Indian Affairs and Indian communities. He promoted sound natural resource management in negotiating with tribal, federal, and state governments. His leadership of the Federal Working Group on Indian Water Rights led to the successful negotiations that resulted in the first water compact for the Plains Region. His work with the Rocky Boy's Water Negotiation Team led to settlement on all issues in the dispute. The 107th Meridian Settlement improved relations among the Crow, Northern Cheyenne, and landowners in Montana and completed land exchanges covering more than 10,000 acres. His leadership on the Tongue River Project resolved environmental enhancement disputes.



David Pennington, left, receives his award from BLA Assistant Secretary Kevin Gover.

Office of the Secretary



Ceceil Belong, center, receives her Distinguished Service Award from Debra E. Sonderman, right, the director of the Office of Acquisition and Property Management, and Paul Denett, left, director of the Office of the Administration, PMB.

"common rule" that carried out the Single Audit Amendments of 1996 and revised OMB Circular A-133, simplifying the process and assuring consistency among federal agencies in the awarding of grants and agreements with state and local governments and non-profit groups.

Bruce Blanchard provided critical service to Interior in several capacities. With Reclamation, he pioneered the use of simulation and optimization models for water resources planning; as planning engineer for the Central Arizona Project, he helped to complete the project feasibility report. At the U.S. Water Resources Council, he prepared the first national assessment on water resources and standardized river basin designations. He organized and directed Interior actions in carrying out the National Environmental Policy Act; as director of the Office of Environmental Policy Review, he approved 2,000 Environmental Impact Statements, supervised the review of 30,000 non-Interior project proposals and 1,000 natural resource surveys at Superfund sites. On the National Response Team, he oversaw Interior's response to oil and hazardous chemical spills, including the Exxon Valdez disaster. He now works on tribal self-governance issues in the Office of the Secretary.



Richard A. Engberg, an outstanding USGS manager, made significant contributions in scientific water research and project management: he prepared a landmark report on the quality of ground water in Nebraska, helped revolutionize water quality sampling techniques and procedures using regression analyses, and led the creation of the Mid-Continent Herbicide Initiative. As manager of the National Irrigation Water Quality Program, Engberg studied the effects of irrigation drainage on biota, water, and sediment at 39 areas in the West. He co-edited *Environmental Chemistry of Selenium*

and his interagency teams built partnerships and completed vital scientific investigations. Engberg developed a protocol for remedial planning that is the model used for remediation studies of irrigation-induced water quality problems in the West. He also played key roles in transferring the National Irrigation Water Quality Program to Reclamation.

Robert J. Lamb has distinguished himself by his knowledge, leadership, and ability in outstanding achievements in the critical program areas of budget, financial management, information resources, and procurement and property management for which he has been responsible over the past several years. Lamb consistently provides outstanding advice to high level executives and policy officials of the Department in fulfilling his responsibility of managing many complex Interior programs.



Robert Lamb and his daughter Kai, with Secretary Babbitt after the convocation ceremony.

He demonstrated wisdom and vision in reducing overhead and streamlining Interior's operations while helping to move closer to a unified Department. He provided leadership in the innovative delivery of services to Interior's bureaus and programs and improved the delivery of reliable, timely, and useful information on Department operations.

Ruth B. Mertins made major contributions through her knowledge, dedication, and ability in developing and administering the Department's budget for 17 years. Her extraordinary management skills, pursuit of diversity goals, and outstanding service to the Office of Policy, Management and Budget supported management in organizational and employee development. Since 1988, Mertins has been the mainstay of budget administration—the central controlling link to all budgetary activities in the Office of Budget and vital to its successful operation. Martins further distinguished herself in providing administrative oversight for one of the most complex budgets in the Federal Government, consisting of more than 200 separate appropriation and receipt accounts.

Emmett M. Rice served with distinction, exhibiting dedication and thoughtful judgment as a Departmental attorney and manager. He provided essential legal services to the Bureau of Reclamation and the Helium Field Operations of the Bureau of Mines. His knowledge of Texas real property law helped the Fish and Wildlife Service acquire habitat in the Lower Rio Grande Valley. His outstanding service to the Bureau of Indian Affairs, tribal, county, and Oklahoma State law officers led to negotiated cross-deputation agreements that enabled police to patrol wider areas in the state across jurisdictional boundaries without challenges to their authority or fear of civil liability. Rice also supervised the massive legal work that supported claims of the Cherokee, Choctaw, and Chickasaw Tribes to 20,000 acres in the Arkansas Riverbed, a controversial issue that was the center of much litigation.

Bureau of Land Management

Elaine Y. Zielinski, Bureau of Land Management state director for Oregon and Washington, played key roles in interagency cooperation on two of the largest U.S. ecosystem management projects ever undertaken. Her exceptional interpersonal and resource management skills helped to carry out the President's Northwest



Elaine Zielinski receives her Distinguished Service Award from BLM acting director Tom Fry.

Forest Plan and develop the Interior Columbia Basin Ecosystem Management Project. She led efforts that put the forest plan into practice, resolving disputes, enabling retraining of dislocated timber workers, providing a stable sustainable supply of timber, protecting wildlife habitat, and instituting collaborative Adaptive Management Area planning. The Columbia Basin project encompasses 75 million acres of BLM and Forest Service land.

Minerals Management Service

Elmer P. Danenberger, a petroleum engineer with the Minerals Management Service, has distinguished himself by furthering the management of mineral resources on the Outer Continental Shelf in an environmentally sound and safe manner. He worked with the U.S. Coast Guard and the Office of Pipeline Safety to address the risks of spills from tankers and pipelines. His willingness to explore new ideas encouraged innovative regulatory approaches to maintaining safety on offshore facilities. The resulting MMS Safety and Environmental Management Program was voluntarily adopted by the oil and gas industry to achieve safe and environmentally sound operations. Danenberger also helped to establish the International Regulators Forum, which evaluates regulatory approaches used to foster safety and environmental protection in the oil and gas industry worldwide. He is largely responsible for MMS's position as a world-class safety leader in the regulatory community.

Lucy Querques Denett, an innovator and effective facilitator among opposing interests, is a champion of Administration initiatives. She led the design, installation, and operation of reporting and verification systems for mineral lease production on a national scale, resulting in a revenue increase for states, Indian recipients, and the U.S. Treasury. She led major reengineering initiatives, including the Royalty-in-Kind Project and Plain English regulations. Denett oversaw the nation's largest mineral revenue program, the Federal Oil and Gas Royalty Simplification and Fairness Act of 1996. She informed the Royalty Management Program's stakeholders, solicited their ideas on contentious issues such as the Federal Oil Valuation Rule, and incorporated feasible suggestions. Under her direction, the program pursued crude oil undervaluation issues, reviewing five non-integrated companies and billing an estimated \$385 million. She also led the development of new automated auditing tools and carried out integrated interest calculations that increased electronic royalty reporting by 11 percent and production reporting by six percent.

Ralph Dale Fazio made significant contributions in the areas of budget and administrative services to the Minerals Management Service. His knowledge of American Indian matters led the MMS director to appoint him to bureau and secretarial level task forces where he worked to secure final approval of plans that helped to meet the Secretary's trust responsibilities to Native Americans. Fazio led efforts to draft Plain English regulations putting into practice the Federal Oil and Gas Royalty Simplification and Fairness Act—a key factor in the Royalty Management Program's winning the Vice President's Hammer Award. Fazio also helped to develop and carry out the plan for reviewing significant valuations of federal crude oil produced in California. An Interagency Task Force concluded that posted prices, the standard traditionally used for royalty valuation, did not represent the market value of California crude oil and that royalties had been significantly underpaid. The reviews covered 16 years and 20 companies that produced 97 percent of the California crude oil and led to bills and orders for \$257 million (adjusted) in additional royalties.

Gary L. Lore demonstrated consistent excellence and commitment in investigating the geologic and economic potential of gas and oil resources on the Outer Continental Shelf, ensuring that fair market value is received for leases awarded and maintaining the inventory of offshore hydrocarbon reserves by using good scientific and engineering principles. His experience and expertise in Total Quality Management and the team approach to achieve results led to the success of the Offshore Atlas Project. Lore formed nontraditional partnerships with states, companies, government, and citizen groups that are the framework for the Offshore Atlas Project. He fostered a culture of continuous improvement, redefining the daily methods of evaluating, interpreting, and acquiring data to improve Office of Resource Evaluation's customer products, as well as providing the Gulf of Mexico Region with a fuller evaluation of its resource potential. He also developed an electronic workplace to improve the efficiency and effective exchange of information and data which was stored, transferred, received, and made publicly available.

William H. Martin, an outstanding petroleum engineer and supervisor, played a major role in carrying out the lease management, inspection, and enforcement policy for the Gulf of Mexico Region. He led a task force that established standard inspection schedules for drilling and production to ensure that operators are complying with MMS regulations. He established and defined the duties and responsibilities of the regional director, regional supervisor, and district supervisors for conducting and carrying out the Outer Continental Shelf Lease Management and Inspection Program in the Gulf of Mexico and guided development of the 1987 Field Operations reorganization plan and district reorganization. Following Hurricane Andrew's massive devastation to the oil industry, Martin coordinated three district offices and regional personnel to compile information on damaged facilities, shut-in production, oil spill occurrence, cleanup fires, and overall statistics. Martin's experience, knowledge, and practical approach to problem solving led to major advances in the governing of oil and gas drilling, development, and production activities. He contributed greatly to regulations and policies that enhance conservation of natural resources, personnel safety, and environmental protection.

Gerald D. Rhodes, an outstanding petroleum engineer and administrator with the Minerals Management Service, is a recognized expert in the development and interpretation of regulations governing mineral leasing, development, and production in the Outer Continental Shelf. His hard work and leadership were vital when MMS combined requirements from Outer Continental Shelf orders and numerous standards and regulations into a consolidated set of regulations. He also provided expertise and leadership when MMS issued a series of regulations governing leasing, development, and production of minerals other than oil, gas, and sulfur. This was the first time the Department had issued regulations for offshore leasing and development of these other minerals and Rhodes' experience produced thorough and high quality regulations. When industry needs and practices changed

over the years, he interpreted regulations to develop policy and amend the regulations on bonding of lessees and operators, deep water royalty relief, rights of way, and utilization of leases. He also assisted other agencies, including the Department of Transportation, where he participated on an advisory committee on pipeline safety.

Sandra A. Streets, a personnel officer with the Minerals Management Service, has demonstrated an innate organizational ability and superior interpersonal skills in coordinating major reorganizations and relocations with a minimum of disruption. After the MMS entered a franchising agreement to provide human resources services to the Office of the Secretary, Streets quickly developed that component into a customer oriented, responsive organization. Her unrelenting drive to provide quality service to both OS and MMS clients resulted in a very high rate of customer satisfaction in a very demanding environment. She effectively manages a diverse staff, challenging them to discover innovative ways to best serve their customers and leads by example, exemplifying true customer service. Streets also volunteers for challenging assignments and helped to design and put into operation the new Departmental Performance Management System.

Robert M. Surcouf, Jr. initiated the Outer Continental Shelf Information System, integrating offshore information systems and enhanced productivity throughout Minerals Management Service offices. He provided expertise in developing data support systems for a royalty management program that allows MMS to collect millions of dollars in royalties annually. Surcouf assessed the ADP requirements and reengineered the Gulf of Mexico Region's Office of Resource Evaluation's mineral evaluation processes to industry standards. He identified, analyzed, and acquired state-of-the-art workstation technology, Geological Interpretative Tools, and managed an enormous volume of seismic and well log data for interactive interpretation of geophysical, geological, and engineering information. The GIT applications are now used in all OCS regions by geophysicists, geologists, and engineers for both pre-lease and post-lease activities. Surcouf also lent his expertise in improving receipt of 3-D seismic survey data and managing this valuable resource in the Gulf of Mexico Region.



MMS Distinguished Service award winners from left: Ralph Dale Fazio, Gerald D. Rhodes, Lucy Querques Denett, Gary L. Lore, Elmer P. Danenberger, Sandra A. Streets, Robert M. Surcouf, Jr., and William H. Martin. Photo by Tami Heilemann, NBC